

The highly complex nature of our business as a leading international IT supplier and multi-media pioneer has required us to learn how to operate much more efficiently and effectively. For instance, in recent decades we have successfully situated many corporate functions, including R & D and manufacturing, in what we consider the optimum locations in the world. In like manner, we have bought and sold in the world's most suitable markets—wherever they are. I am gratified to say that this optimization of resources has given us a strong competitive edge.

It is also an idea that has broad application: We use it to help us put the right person in the right job—again, wherever in the world that position is located. One of the advantages of this policy: We are developing another competitive benefit—that of building a management team composed of the most capable professional from a number of countries around the world, not just from Japan alone. And as you might expect, this new troop is enriching everything we do with all the unique strengths of the many and diverse national cultures represented in it.

In the process of deploying the concept of resource optimization throughout our company—and puzzling over what the 21st century might demand of us in terms of new management strategies—we were struck by the growing need to recognize both the requirements of the group, or the whole, and the more personalized focus of the new era. But now to join the two seemingly divergent positions in compatible fashion? From the Greek words *holos*, meaning, “whole” and on, signifying “individual”, I coined the term “holonic” to indicate the need to harmonize the two.

So today we are successfully employing “holonic” management to assure the prosperity of the corporation as a whole while simultaneously respecting and honoring the sovereignty of the individual—whether that individual is a company subsidiary, a company employee, or a member of one of the hundreds of communities around the world in which we operate. And this more sympathetic, complementary management strategy has become another competitive advantage for us.

Experience has taught us that one of the keys to employing it profitably is the sharing of information. Another is establishing and nurturing a culture of the term or the subsidiary or the corporation—so that members have a meaningful concept around which to rally and with pride produce something they consider significant.

In fact, these two notions—the sharing of information and the development of a mutually-engaging culture—have become so important, at least from our observation, that we have added them to the three resources we have historically identified and valued: People, property and money.

And I am convinced that the successful 21st century leaders—of nation states, city states, suburban and rural communities, corporations, and the like—are going to be those who best assure and most favorable, enriched conjunction of the whole and the individual. I am also confident that information technology will continue to provide opportunities for world leaders to exchange ideas and share resources and will pay an increasingly significant role in the enhancement of all our lives.

MY CALL TO ACTION—A NEW DIALOGUE FOR THE NEW CENTURY

Now you know something of my thoughts about the upcoming millennium and my efforts to position my company and my country advantageously for it. This leads me to share with you my great interest in building on the wisdom of world leaders from essen-

tial disciplines, by bringing us together to identify vastly more creative ways to help all people achieve their desired goals in the new century.

It used to be that the complementary and productive partnership between and among business and financial leaders, elected politicians and government officials was sufficient to assure prosperity and peace. The now seriously-outdated nature of this limited collaboration has inspired us to consider an expansion—actually a doubling of the size of the group to include distinguished heads of labor, academic, and the media as well.

I refer to this new alliance as the “neohexagon”. And I am issuing invitations to neohexagon leaders throughout the world, in developing as well as developed countries, to join me in dialogue focused on identifying the best management practices for the 21st century and preparing our organizations and our societies for the better tomorrow that our grandchildren and their great-grandchildren deserve.

COMMENDING RICHARD MORROW

HON. ROBERT A. WEYGAND

OF RHODE ISLAND

IN THE HOUSE OF REPRESENTATIVES

Sunday, November 9, 1997

Mr. WEYGAND. Mr. Speaker, I would like to take this opportunity to rise and commend Mr. Richard Morrow of West Warwick, RI, for his act of extreme courage and heroism.

Just 2 weeks ago, while traveling home after visiting his father, this gentleman came upon the scene of an accident. A car had struck a tree and caught fire. Surveying the situation, Mr. Morrow witnessed two people in the auto. Risking his own life, he began a daring rescue attempt of the occupants, quickly pulling the passenger to safety.

He then returned to the vehicle to free the driver, who, semi-conscious and bleeding profusely from head wounds, was trapped in the crumpled wreckage. With flames lapping the driver's feet, Mr. Morrow struggled to rip open the door and drag the man across the street. He then used his own clothing to smother the flames burning the driver.

Only seconds later, the car exploded, ripping apart the front section of the auto, where only moments earlier the driver lay dying.

Responding to the scene, police referred to Mr. Morrow as a hero. Mr. Speaker, Richard Morrow's actions were heroic. Without any concern for his own personal safety, he calmly took charge of a life-threatening situation and saved the lives of William Burgess and his passenger Wayne Curtis. I ask all of my colleagues to join me in commending Mr. Morrow for his actions.

A TRIBUTE TO THE CREW OF THE U.S.S. BULLHEAD (SS-332)

HON. MARCY KAPTUR

OF OHIO

IN THE HOUSE OF REPRESENTATIVES

Sunday, November 9, 1997

Ms. KAPTUR. Mr. Speaker, although the end of the Second World War occurred over a half-century ago, Americans still honor and continue to remember the hundreds of thousands of men and women who paid the ulti-

mate sacrifice in this, the greatest conflict of all human history.

I would like to take this time to honor the brave men who served on the U.S.S. *Bullhead* (SS-332). The U.S.S. *Bullhead* was the last major vessel lost by the United States in World War II, and with it went the lives of 84 American sailors.

On August 6, 1945, the U.S.S. *Bullhead* was plying the waters of the Java Sea when it was suddenly attacked by Japanese aircraft, which proceeded to drop 500-pound bombs on the American submarine. Although presumed to have been sunk, the actual fate of the U.S.S. *Bullhead* could not be determined.

On August 23, 1945, the U.S. Navy announced that “The U.S.S. *Bullhead* is overdue and presumed lost.” The U.S.S. *Bullhead* was the 52d U.S. submarine lost during World War II. It wasn't until long after the end of the war that the fate of the U.S.S. *Bullhead* and its crew was learned following the release of Japanese records.

Mr. Speaker, in honoring the crew of the U.S.S. *Bullhead*, I wish to extend special appreciation to Mr. Richard L. Henshaw of Toledo, OH, who has strived to maintain the memory and honor of this submarine and its gallant crew.

Mr. Speaker, I wish to include for the RECORD the following official history of the U.S.S. *Bullhead*:

Bullhead (SS-332) was laid down on 21 October 1943 at Groton, Conn., by the Electric Boat Co.; launched on 16 July 1944; sponsored by Mrs. Howard Doyle; and commissioned on 4 December 1944, Comdr. Walter T. Griffith in command.

Following a month's shakedown cruise in Narragansett Bay, the submarine sailed on 9 January 1945 for Key West, Fla., where she received two weeks of additional training before pushing on to Panama. She emerged from the canal on 11 February and headed for Hawaii. On the first day out, a near disaster occurred. During a practice dive, the main induction failed to close rapidly enough because of low hydraulic pressure, and tons of water flooded in before it could be shut. The ship was saved by shifting ballast, pumping out water, and continuing the dive. She proceeded on without incident and reached Pearl Harbor on 26 February.

At the end of her voyage repairs, *Bullhead* left Pearl Harbor on 9 March. Ten days later, she paused at Guam to refuel and then got underway on the 21st for the northern port of the South China Sea and her first war patrol. The submarine hunted off Formosa through 30 March without encountering any enemy ships before shaping a course for Hong Kong. En route, she shelled targets on enemy-occupied Pratas Island. While off Hong Kong, she also provided lifeguard services for Allied aviators. On 8 April, an American “Liberator” mistakenly bombed *Bullhead*. All the bombs missed her, fortunately, by at least 75 yards and, while severely shaken, she sustained no damage.

On 16 April, four miles off the China coast, the submarine recovered the crew of a downed Army aircraft, taking on board three survivors and the bodies of three casualties. The submarine terminated the patrol on 28 April in the Philippines when the safely arrived at the newly constructed base at Subic Bay, Luzon.

Upon completion of her refit there, *Bullhead* spent eight days in training exercises off the coast of Luzon before getting underway again on 21 May for her second war patrol. This time, the submarine operated in a wolf pack with *Bergall* (SS-320) and *Kraken*